



Department of Energy
Office of Science
Washington, DC 20585

Office of the Director

October 24, 2003

MEMORANDUM FOR DISTRIBUTION

FROM: MILTON JOHNSON
CHIEF OPERATING OFFICER
OFFICE OF SCIENCE

A handwritten signature in black ink, appearing to read "M. Johnson", written over the printed name.

SUBJECT: The FY 2004 Service Plan of the SC Integrated Support Center

I am pleased to forward the attached FY 2004 Service Plan of the Office of Science Integrated Support Center (ISC). This Plan represents a joint commitment by the Managers of the Chicago and Oak Ridge Offices to provide comprehensive administrative, business and technical support to the entire SC complex. Releasing this first ever ISC plan allows us to transfer the responsibility for supporting the Berkeley, Stanford, and Pacific Northwest site offices from NNSA and the Office of Environmental Management to SC while we complete the approval process for the SC restructuring developed under the OneSC Project. The plan prepares us to move forward as a unified team to attain our goal of "One Office of Science."

The Plan is dynamic; it will be modified as required to reflect the formal approval of the SC restructuring as well as emerging requirements, changes in support resources, and the experience we will gain with this new support concept.

I appreciate the efforts that those who worked on this Plan have made, from identifying site support requirements to analyzing support capabilities and developing transition strategies. In the restructured SC, the ISC is important to both SC Site Offices and SC Programs, as efficient, effective operations will ensure that SC is able to optimize the stewardship of funds provided to accomplish our mission.

Attachment, as stated



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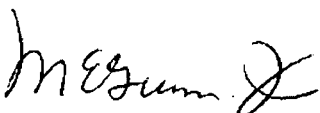
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Office of Science Integrated Support Center

FY 2004 Service Plan

Recommended by:



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Chicago Operations Office



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Approved:



Milton D. Johnson
Deputy Director for Operations
Office of Science

10/23/03

Date

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Executive Summary

This document reflects the collaborative Chicago and Oak Ridge Offices' approach to provide support during FY 2004 for the Office of Science (SC) enterprise through the operation of the SC Integrated Support Center (ISC). The ISC is a virtual organization that is part of the overall SC restructuring being done under the OneSC Project. The plan documents the decisions made to date relative to the mutual responsibility of the Oak Ridge and Chicago Offices to partner to provide integrated support for the Office of Science.

The core of the plan is a matrix of functions with associated servicing office leads. This initial version of the plan depicts the current support provided by Chicago and Oak Ridge to the site offices that formerly reported to them plus the decisions made regarding support for the Berkeley, Stanford and Pacific Northwest Site Offices. The support outlined in the matrix was identified based on requirements identified by the site offices.

The plan will be revised annually to reflect the maturing of the ISC concept, changes in DOE requirements, and customer feedback. Shifts in resource availability and performance related issues will also be reflected in annual revisions. The SC Chief Operating Officer (COO) is accountable to the SC Director for providing support to SC through Chicago and Oak Ridge and is the approving official for the annual plan.

The FY 2004 edition of the plan is unique in that it anticipates a number of management actions by SC and other DOE organizations which have yet to occur. Primarily, the Plan anticipates the accomplishment of the SC restructuring and the planned closure of the Oakland Operations Office by NNSA. In addition, the Plan reflects the transfer of Office of Environmental Management positions at Richland to SC to form the Pacific Northwest Site Office which is expected to occur early in FY 2004. The FY 2004 Plan should therefore be viewed as a transition vehicle which may require revisions during the plan year to ensure continuity of support as SC implements its restructuring and proceeds with the next phase of the OneSC Project.

The plan represents the joint commitment of the Chicago and Oak Ridge Office Managers to support the SC enterprise.

Section 1 Guiding Principles

The ISC provides services through the integration of the capabilities of the Oak Ridge and Chicago Offices. These services are provided to support the total SC enterprise and are designed to ensure effective customer support and operating efficiency. ISC support will be provided on a functional basis as opposed to assigning a site entirely to either Chicago or Oak Ridge as has been done in the past.

Managers of the Chicago and Oak Ridge Offices are accountable to the SC Chief Operating Officer (COO) for the effectiveness and efficiency of enterprise support through existing evaluation protocols. These protocols are outlined in the Department's Senior Executive appraisal system. A vital component of the evaluation process will be feedback from the SC customer base. Inherent in accountability is the requirement for proper delegation of authority to these officials to manage their assigned responsibilities.

The primary responsibilities of the Oak Ridge Office include line management for SC and EM, operation of DOE Centers of Excellence, management of the Oak Ridge Reservation, and administrative support to the NNSA Y-12 Site Office. The Chicago Office supports multiple DOE program and staff offices including NNSA, operates DOE Centers of Excellence, and is the major provider of support to the SC enterprise. The historic relationship between Chicago and SC logically results in the Chicago Manager being the primary and initial point of contact when additional services are required beyond that contemplated in an approved Service Plan.

The Chicago and Oak Ridge Managers will jointly develop annual revisions to the ISC Service Plan for approval by the COO and be individually responsible to the COO for implementing those aspects of the plan assigned to them. The plan is the integration vehicle which leverages the capabilities of the Chicago and Oak Ridge Offices to provide support to the SC enterprise. The source of support services (Oak Ridge or Chicago) will be based initially upon the capacity to provide support. This capacity is, in turn, a function of both available resources and required functional expertise. In the longer term, the split of ISC service delivery between Chicago and Oak Ridge will be a function of capacity, performance, and outcomes from the reengineering phase of the OneSC Project.

Section 2 Assumptions

This plan is based on a number of assumptions. The first is that the plan and its subsequent revisions represent the vehicle to move the Integrated Support Center (ISC) from the approval stage to full implementation. The SC restructuring defines the ISC and identifies it as a major responsibility for the Chicago and Oak Ridge Managers who, with their supporting organizations, constitute the OneSC team for the ISC. These managers will be held accountable for the quality of the support provided to SC through the ISC.

The plan further presumes a standard set of expectations for site offices consistent with the OneSC Project Plan. The plan also assumes site staffing commensurate with these expectations; that is site staffing will consist of the correct number of positions, and the proper skills of the incumbents. This is a critical assumption since the plan assumes site skill bases sufficient to allow for appropriate liaison and integration with the ISC service providers. Transfers between Chicago and Oak Ridge and the site offices will be needed to

attain the intended balance of positions and skills. In addition, the placement of additional staff in one or more locations is planned to reflect the transfer of functions from EM to SC and the closure of the Oakland Operations Office. The COO will monitor overall human capital needs and utilization.

An additional assumption is that the Oak Ridge/Chicago ISC team will serve as the source of specialized staff support to the COO as the single point of accountability for SC operations.

Section 3 Purpose and Scope

This plan is developed to specify the initial sources of administrative, business, and technical services to the SC enterprise. The plan is consistent with decisions described in the Integrated Support Center To-Be Condition Report (Appendix 1). The FY 2004 ISC Service Plan outlines both a near term continuation by the Chicago and Oak Ridge Offices of support to their historic clientele and an approach to ensure that the services currently provided by the Oakland Operations Office (NNSA) and the Richland Operations Office (EM) to the Berkeley Site Office (BSO), Stanford Site Office (SSO) and Pacific Northwest Site Office (PNSO) are transitioned to SC in a seamless fashion. The plan further outlines support which will be provided to SC Headquarters (HQ) based upon the realignment of certain functions and associated staffing to the field.

The plan also serves as the vehicle used to document milestones related to the transfer of support responsibility for BSO, SSO and PNSO. It addresses new business and technical support requirements for the western site offices and SC Headquarters and also describes services currently provided by CH and OR to the other SC site offices.

Section 4 Services

This chapter contains two matrices. The first depicts specific services which will be provided by the Chicago (CH) and Oak Ridge Offices (OR) to the SC enterprise. This customer base consists primarily of SC site and headquarters offices. The services (actually functions and activities) were derived primarily from the "to be" materials developed by the OneSC Project Team. These materials, as developed, were designed with a different intent; that intent was to show by function whether a given entity was to assume a line or staff responsibility for that function. The context in which the service matrix should be viewed is unidirectional. The functional listing indicates where an ISC customer will find the support required for each of the functions listed regardless of a line/staff relationship.

The matrix consists of rows of functions which are arrayed against columns of customers. Reading across each functional row one can find, by customer (Ames Site Office, Argonne Site Office, etc.), the respective office proposed to provide, or currently providing, support for that function (C for Chicago or O for Oak Ridge). This matrix will serve as the top-level entrance for the contact matrix. The contact matrix adds a third dimension to the equation; allowing a customer to drill down to specific customer contacts for each function.

The intent is to use these matrices to create a reference (probably as a OneSC Integrated Business System (OSIBS) add in) which appends functional descriptions (including

documentation of functions and their genesis in statute or policy) in a hyperlinked, web-based environment. This web reference will create a rapid single reference for SC personnel.

The Chicago and Oak Ridge Offices are accountable to their customers but ultimately to the COO for the quality and timeliness of their support. Initial performance standards will be based on the existing standards of the individual offices. However, as the ISC concept matures and processes are reengineered, performance standards (quality, timeliness etc.) will reflect the OneSC character of the ISC and be the same regardless of whether a Chicago or Oak Ridge person provides service.

Establishing high-level priorities, approving performance standards, providing resources to enable their attainment, and ensuring optimal provider and customer performance are major responsibilities of the COO. An ISC Management Council with representation from Chicago, Oak Ridge, SC Programs, Site Offices and other DOE offices will advise the COO in these responsibilities.

Recognizing the importance of customer input, the Chicago and Oak Ridge Offices analyzed the data collected by the teams chartered to determine the functional requirements, systems and processes that would need to be transferred to either Chicago or Oak Ridge to begin the support of the three western site offices. An evaluation of the information collected from each of the site offices relative to the services that each site office would require was also completed.

The immediate SC management priority for the western site offices is to bring them into the SC support structure as quickly as possible while ensuring continuity of service. It was concluded that speed and continuity could be facilitated by combining some functional services into logical groups that would then be provided by either CH or OR to the western site offices. The anchor of one such group is the allottee function. While virtually every funded activity has an interaction with the allottee function there are some whose level of interaction is so great at this point in time that efficiency and effectiveness of service would be enhanced if provided by the same office. These include Procurement and Contract Management, Finance and Accounting, and Budget. Other functions such as Contractor Human Resources, Real and Personal Property, and Information Management interact with the allottee function to a lesser degree. Human Capital Management (Federal Personnel) has a relationship to the financial system but has the least interactions with the allottee function. It was also noted that the Legal Services function often is asked to provide advice on situations that arise because of the interrelated nature of these functions. It was decided to initially treat all these functions as a group in the FY 2004 Service Plan for purposes of speed and continuity pending more experience with the ISC concept and the overall SC restructuring.

The analysis also revealed a number of functional activities at each site not intrinsically tied to the integrated financial systems. These include Program and Technical Support, Public Affairs, Information and Intergovernmental Support, Environment, Safety and Health support, Project Management support, and Safeguards and Security support functions.

After consideration of a number of factors and consultation with the DOE CFO, SC decided to assign Chicago the allottee function for the Berkeley and Stanford Site Offices and Oak Ridge the allottee function for the Pacific Northwest Site Office. (Other allottee assignments remain unchanged.) With that decision made, the groupings listed in the above two

paragraphs were used to facilitate rapid decisions for this initial plan to support the western site offices. Those decisions are reflected in the FY2004 Service Provider Matrix, below, which also reflects the current Chicago and Oak Ridge support to other site offices and the support planned for SC HQ. (Entries in the matrix correspond to requests for support from the site offices and therefore some cells in the matrix are blank.)

The need to adjust the matrix during FY 2004 is likely due to dynamic changes expected both in SC and elsewhere in DOE. In any case, the next formal revision of the Service Plan is due at the beginning of FY 2005.

Service requests related to the lead offices identified in the matrix should be directed to the applicable point of contact contained in the contact matrix. Service requests not identified in the matrix (i.e. "new requests") should be directed to the Chicago Office's Chief Operating Officer who will work with the Oak Ridge Chief Operating Officer to analyze mutual capacity for the support, and consistency with this plan, to outline the appropriate source of support. This recommendation will be discussed by the Chicago and Oak Ridge Managers and the lead established for the support. This decision will be documented by a change to the Service Provider and Contact matrices when the support will be recurring (as opposed to transactional). Decisions related to these requests will be rendered within three work days when practical. The COO will be advised of changes that are made for recurring support between formal updates of the Plan.

Service Provider Matrix

Functions and Activities	SC HQ	AAO	AMES	BAO	BSO	FAO	OSO	PAO	PNSO	SSO	TJSO	Notes C = CH O = ORO (Blank) = no service requested
1.0 Human Capital Management												
Hiring, Training, Recruiting, Position Classification	C	C	C	C	C	C	O	C	O	C	O	
Diversity	C	C	C	C	C	C	O	C	O	C	O	
2.0 Contractor Human Resources												
Davis Bacon		C	C	C	C	C	O		O	C	O	
Labor Relations		C	C	C	C	C	O		O	C	O	
Compensation		C	C	C	C	C	O	C	O	C	O	
Diversity		C	C			C	O		O		O	
3.0 Procurement and Contract Management												
Contracting Officer			C									
Contracting Officer Representative												
Contract/Procurement Specialists				C					O			
WFO/CRADAs/Tech Transfer)		C	C		C	C						
Contract Negotiations		C	C	C	C	C	O		O		O	
Performance Management/Assessment		C	C									
4.0 Real and Personal Property Management												
Real Property Management		C	C	C	C	C	O	C	O	C	O	
Personnel Property Management		C	C	C	C	C	O	C			O	
Utilities		C	C	C	C	C	O		O			
Maintenance		C	C	C	C				O		O	

Functions and Activities	SC HQ	AAO	AMES	BAO	BSO	FAO	OSO	PAO	PNSO	SSO	TJSO	Notes C = CH O = ORO (Blank) = no service requested
5.0 Finance and Accounting												
Indirect/overhead Cost Mgt.		C	C		C	C	O	C		C	O	
Receivables/collections Mgt		C	C	C	C	C	O	C	O	C		
Travel Management		C	C		C	C	O				O	
6.0 Budget and Resources Management												
Work Authorization				C	C							
Funds Control and Distribution		C	C		C		O					
Budget Development and Execution		C	C	C	C	C	O	C	O	C	O	
7.0 Program and Technical Support												
LDRD			C									
Strategic/Institutional Planning												
Infrastructure Planning/Implementation												
Waste Management		C	C	C	O				C			
8.0 Public Affairs, Information and Intergovernmental Relations												
Stakeholder and Media support		C	C	C	C	C	O	C	C	C	O	Reflects consolidated support for three west coast offices.
9.0 Environment, Safety and Health												
ESH&I Planning												
Accident Investigations		C	C			C	O	C		O	O	
Operational Readiness Reviews		C		C			O				O	
Safety and Health SMEs												
Accelerator Safety											O	
Authorization Basis Reviewers											O	
Aviation Safety												
Construction Safety											O	
Criticality Safety		C					O					
Emergency Management		C									O	
Health Physics											O	
Industrial Safety/Industrial Hygiene										O	O	
Occupational Medicine										O	O	
Nuclear Facility Safety/ Fac Reps.												
Fire Safety		C		C			O			O	O	
Transportation Safety				C			O					
Environment												
NEPA			C								O	
Permits			C									
Environmental Management			C		O				C	O	O	
Quality Assurance		C	C				O			O		
Price Anderson Amendments Act							O				O	
10.0 Project Management												
Project Directors												
PM Development and Training		C	C	C	O	C	O		C		O	

Functions and Activities	SC HQ	AAO	AMES	BAO	BSO	FAO	OSO	PAO	PNSO	SSO	TJSO	Notes C = CH O = ORO (Blank) = no service requested
Independent Project Reviews		C	C			C	O				O	
11.0 Information Management (computer operations)		C	C	C	C		O		O	C	O	
12.0 Legal (both general law and intellectual property)		C	C	C	C	C	O	C	O	C	O	
13.0 Safeguards and Security												
Cyber security		C	C	C	O		O	C	C	O	O	
Classification		C					O					
Counter-intelligence												
Clearances		C	C	C	O	C	O	C	C	O	O	
Nuclear Material Accountability		C					O					
Physical Protection		C				C	O				O	
14.0 Other												
Internal SO Operations (resource mgt)									O		O	
<i>Program Points of Contact</i>				C								

Contact Matrix

Functional Grouping	Chicago	Oak Ridge
1. Human Capital Management	Melba Acciari 630-252-2313 Melba.Acciari@ch.doe.gov	Patricia Howse-Smith 865-576-0928 HowsesmithP@oro.doe.gov
2. Contractor Human Resources	Jim Buchar 630-252-2402 James.Buchar@ch.doe.gov	Patricia Howse-Smith 865-576-0928 HowsesmithP@oro.doe.gov
3. Procurement and Contract Management	John Greenwood (Contract/Procurement Specs) 630-252-2339 John.Greenwood@ch.doe.gov Steve Silbergleid (Contract Negotiation) 630-252-2270 Steve.Silbergleid@ch.doe.gov Jim Buchar (WFO, CRADA, Perf Mgmt Assessmt) 630-252-2402 James.Buchar@ch.doe.gov	Charles Crowe 865-576-0795 CroweC@oro.doe.gov

Functional Grouping	Chicago	Oak Ridge
4. Real and Personal Property Management	Justin Zamirowski (Real) 630-252-2248 Justin.Zamirowski@ch.doe.gov John Greenwood (Personal) 630-252-2339 John.Greenwood@ch.doe.gov	Charles Crowe 865-576-0795 CroweC@oro.doe.gov
5. Finance and Accounting	Cornell Williams 630-252-2394 Cornell.Williams@ch.doe.gov	Nancy Fitchpatrick 865-576-0770 FitchpatrickNJ@oro.doe.gov
6. Budget and Resources Management	Mary Sunderland 630-252-2410 Mary.Sunderland@ch.doe.gov	Jennifer Hackett 865-576-0721 HackettJ@oro.doe.gov
7. Program and Technical Support	Jim Buchar (LDRD) 630-252-2402 James.Buchar@ch.doe.gov Jeffrey Roberts (Waste Management) 630-252-2228 Jeffery.Roberts@ch.doe.gov	Robert Brown 630-241-0526 BrownRJ@oro.doe.gov
8. Public Affairs, Information and Intergovernmental Affairs	Gary Pitchford 630-252-2013 Gary.Pitchford@ch.doe.gov	Steve Wyatt 865-576-0885 WyattS@oro.doe.gov
9. Environment, Safety and Health	Justin Zamirowski 630-252-2248 Justin.Zamirowski@ch.doe.gov	Robert Poe 865-576-0891 PoeRW@oro.doe.gov
10. Project Management	Justin.Zamirowski 630-252-2248 Justin.Zamirowski@ch.doe.gov	Robert Brown 630-241-0526 BrownRJ@oro.doe.gov
11. Information Management	Terri Morgan 630-252-2519 Terri.Morgan@ch.doe.gov	Bob Price 865-576-5103 PriceB@oro.doe.gov
12. Legal	Steve Silbergleid 630-252-2270 Steve.Silbergleid@ch.doe.gov	Jennifer Fowler 865-576-1200 FowlerJJ@oro.doe.gov
13. Safeguards and Security	Tom Gradle 630-252-2052 Thomas.Gradle@ch.doe.gov	Donald Thress 865-576-9171 ThressDJ@oro.doe.gov
14. Other	Jim Buchar 630-252-2402 James.Buchar@ch.doe.gov	Dan Wilken 865-576-9603 Wilkendh@oro.doe.gov

Section 5 Short Term




























Western Site Integration Plan



























In early August the Chicago and Oak Ridge Office Managers established a committee comprised of representatives from Chicago, Oak Ridge and the western site offices (BSO, SSO and PNSO). The Committee organized functional teams to examine functional and system support currently provided to those offices by the Oakland or Richland Offices.

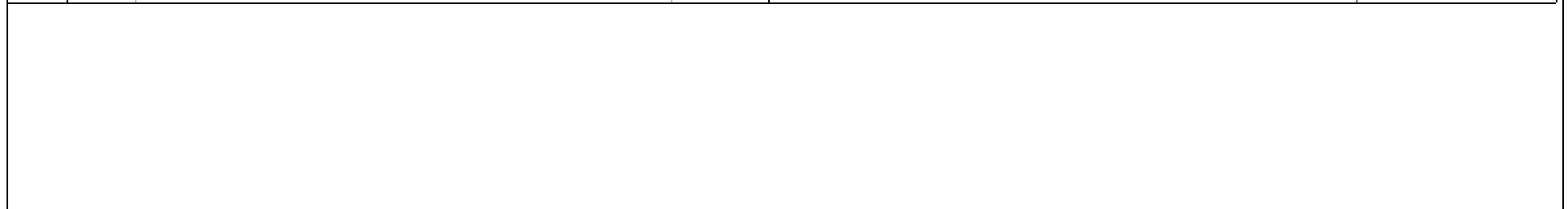
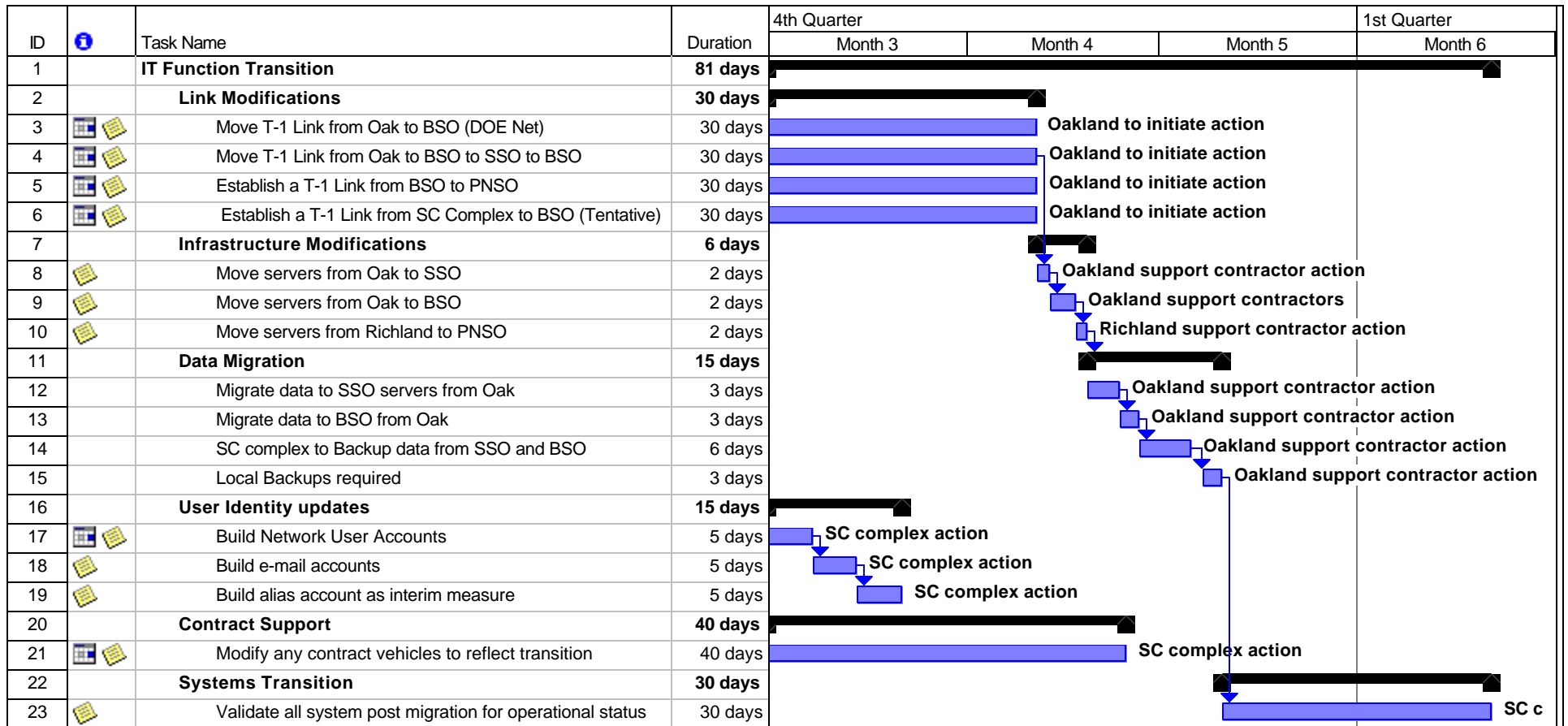
The teams were asked to identify the systems, issues and authorities needed to continue services to the sites. They were also asked to develop recommendations relative to the required schedule of functional transfers and to estimate additional resources that they believed were needed by either Oak Ridge or Chicago to maintain the systems to support these SC facilities.

Although the identified functions do not encompass all activities and services, they do address a significant spectrum of DOE operations and can be used for planning and scheduling the transfer of service support to the Office of Science. This information has been evaluated by the Chicago and Oak Ridge Offices in making the recommendations in the preceding sections.

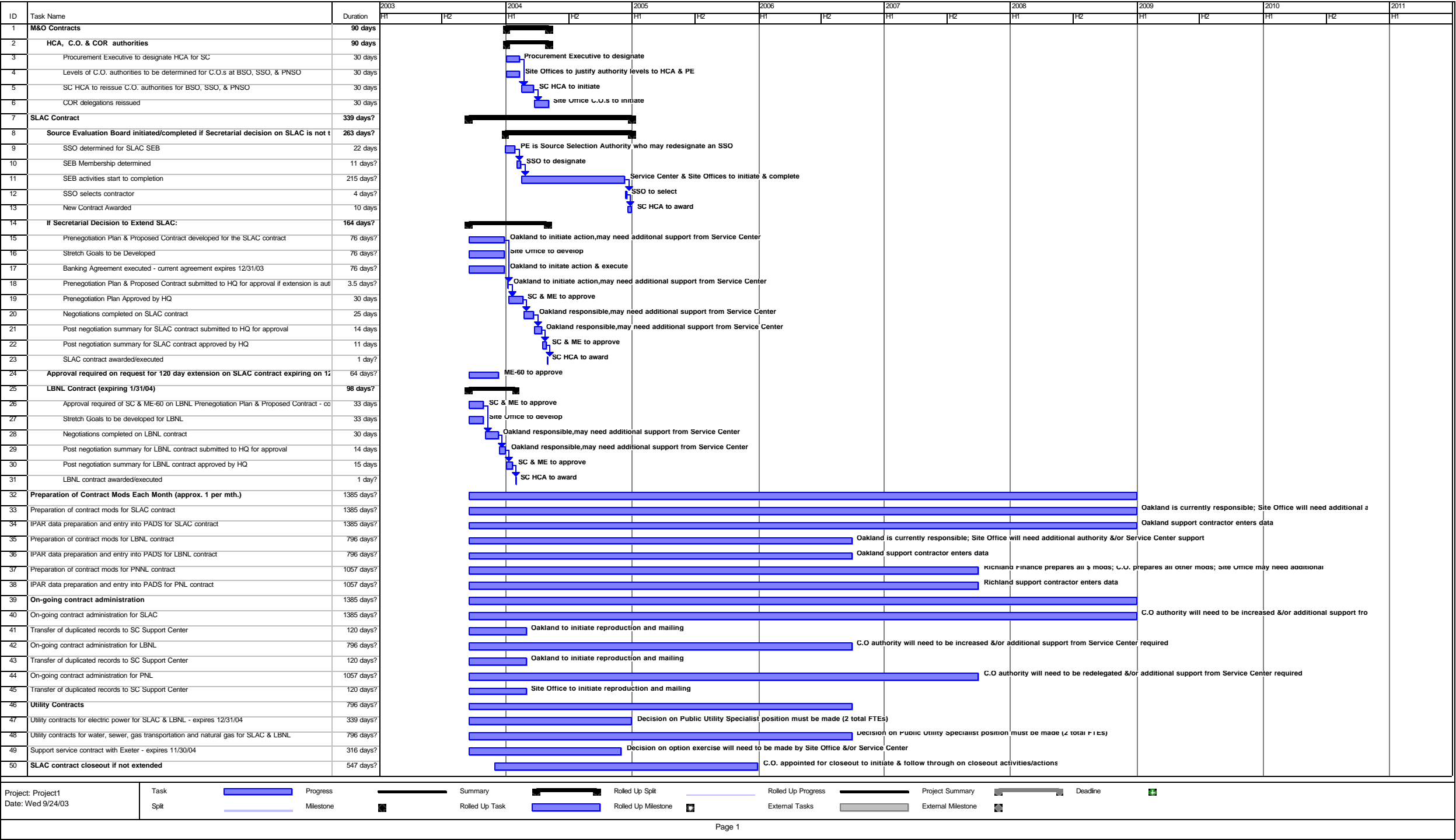
System Integration Timelines

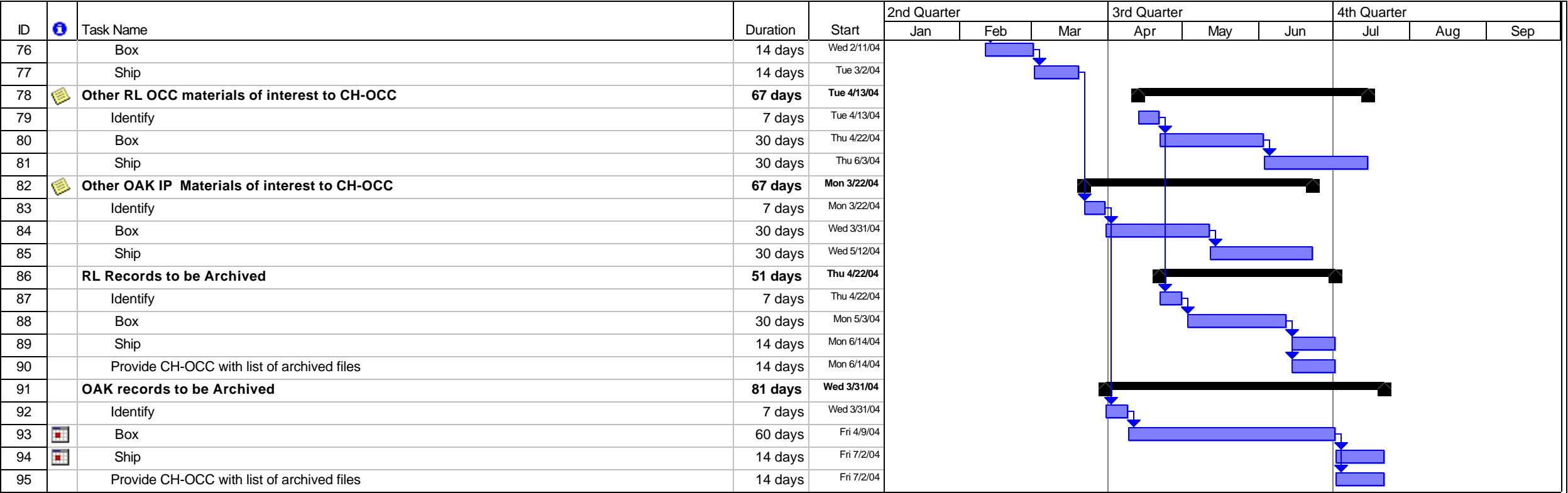
ID		Task Name	Duration	1st Quarter			
				Oct	Nov	Dec	Jan
1	 	Budget/Finance Function Transition	90 days				
2		Phase I - 90 Days Prior to Transition Date	23 days				
3		Clear uncashed checks issues and	23 days				
4		Estimate the amount of final drawdown on the transferring Site offices LOC account	23 days				
5		Modify Oakland's M&O banking agreement to update signatures and agency location codes	23 days				
6		Phase 2 -60 Days Prior to Transition Date	44 days				
7	 	Determine Points of Contact at Site Offices and SC Support Center	44 days				
8		Initiate Allottee/AFP change from Oakland/Richland to SC Support Center	44 days				
9		Identify budget execution system to issue 2 monthly AFPs to Site Offices	44 days				
10		Estabilish new contractor banking/letter of credit agreements	44 days				
11		Request new organizational codes from Headquarters	44 days				
12		Transfer non-integrated ASAP accounts from site office to SC Support Center	44 days				
13		Transfer PNNL IPAC files to Treasury	44 days				
14		Coordinate OPI change with all reciprocal offices for receivables, payables, advances and transfers	44 days				
15		Coordinate with receirving office the cutoff date for obligations, costs, and payments	44 days				
16		Coordinate transfer of travel cards for site office users	44 days				
17		Coordinate cancellation and reissue of purchase cards for site office users	44 days				
18		Coordinate cancellation and reissue of phone cards for site office users	44 days				
19		Provide Site office's listing of open CID	44 days				
20		Coordinate Payroll changes with Headquartes	44 days				
21		Coordinate receiving office's transfer of personal/sensitive property	44 days				
22		Coordinate real property moves with FIMS	44 days				
23		Establish service level agreements or MOUs between RL and SC Support Center	44 days				
24		Establish cutoff dates for all financial functions and processing of transactions	44 days				
25		Provide SC Support Center employee's access to DISCAS	44 days				
26		Provide Site office user's access to DISCAS at SC Support Center	44 days				
27		Coordinate transfer of Site office's budget and financial M&O Liaison duties	44 days				
Project: Budget_Finance Date: Wed 9/24/03		Task Split	Progress Milestone	Summary Project Summary	External Tasks External Milestone	Deadline	
Page 1							

ID		Task Name	Duration	1st Quarter			Jan
				Oct	Nov	Dec	
28		Coordinate trasfer of IPABS and AFDCS responsibilities	44 days				
29		Train M&O in receiving site's MARS edit and submittal process	44 days				
30		Establish travel processing procedures including Travel Pots for site office	44 days				
31		Establish process for interfacing CMIS with procurement systems and points of contact	44 days				
32		Establish Liaison between site office and receiving site	44 days				
33		Establish Point of Contact for issuance of routine monthly/quarterly reports	44 days				
34		Establish Point of Contacts for reimbursable work agreements	44 days				
35		Coordinate classified inventory moves in DIMS	44 days				
36		Establish team rosters and certifying officials for Site office time and attendance	44 days				
37		Establis Liaison between Site office and SC Support Center for CFO certifications	44 days				
38		Establish Liaison between Sire office and SC Support Center for audit tracking and follow-up (DARTS, EATS, etc)	44 days				
39		Reconcile source documents with balances in Trial Balance	44 days				
40		Determine status in Standard General Ledger implementation	44 days				
41		Provide database files containing vendor, employe, billing and cumulative financial data to SC Support Center	44 days				
42		Check transferring service center's DISCAS for possible duplications of CEDs, XIDx, Bill Numbers, social security numbers, etc.	44 days				
43		PHASE 3 - 30 Days Prior to Transition Date	23 days				
44		Obtain an estimate from both Oakland and Richland for funds that are needed to be sent to the SC Support Center for IWOs	23 days				
45		Determine services to be provided to Handord Site	23 days				
46		PHASE 4 - Must Be Completed Within Month Of Transfer	23 days				
47		Create opening balance adjustments for issuing and receiving offices	23 days				
48		Create reversing entries for all current year transations and provide a file to SC Support Center	23 days				
49		Reclassify inter-office balances to intra-office	23 days				
50		Prepare IPAC and Transfer voucher to SC Support Center	23 days				
51		Prepare and transfer hardcopy files to SC Support Center	23 days				
52		Resolve and edit differences with the SC Support Center	23 days				
53		Reconcile and close the M&O ASAP account with each Site office	23 days				
Project: Budget_Finance Date: Wed 9/24/03		Task Split	Progress Milestone	Summary Project Summary	External Tasks External Milestone	Deadline	
Page 2							



Project: IT Functions Transition Date: Wed 9/24/03	Task		Rolled Up Task		Project Summary	
	Split		Rolled Up Split		External Milestone	
	Progress		Rolled Up Milestone		Deadline	
	Milestone		Rolled Up Progress			
	Summary		External Tasks			





Project: Subtask Schedule
Date: Wed 9/24/03

Task

Split

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Split

Rolled Up Milestone






















Rolled Up Progress














External Tasks

Project Summary

External Milestone

Deadline

ID		Task Name	Duration	4th Quarter				1st Quarter
				Month 1	Month 2	Month 3	Month 4	Month 5
1		SAFEGUARDS & SECURITY	60 days					
2		Program Management	0 days	 9/17				
3		Assignment of LRO (Lead Responsible Office) authority	0 days	 9/17				
4		Personnel Security	60 days					
5		Transfer of PSFs (personnel security files) via certified m	60 days					
6								
7		NEPA COMPLIANCE	0 days	 9/17				
8		Assignment of NEPA Compliance Officer authority	0 days	 9/17				
9								
10		ENVIRONMENTAL MGMT PROJECTS	0 days	 9/17				
11		Assignment of project mamangement responsibility	0 days	 9/17				
12		Assignment of COR authority	0 days	 9/17				
13		Assignment of ES&H oversight responsibility	0 days	 9/17				
14								
15		REAL PROPERTY MANAGEMENT	90 days					
16		Assignment of Authority for Real Property matters	0 days	 9/17				
17		Transfer of Real Property files	60 days					
18		Review of FIMS data	90 days					

Project: Support for BSO-SSO-PNSO Date: Wed 9/24/03	Task		Rolled Up Task		Project Summary	
	Split		Rolled Up Split		External Milestone	
	Progress		Rolled Up Milestone		Deadline	
	Milestone		Rolled Up Progress			
	Summary		External Tasks			

Appendix 1 SC Integrated Support Center To-Be Condition Report

Draft

**Office of Science
Integrated Support Center
Draft
To-Be Condition Report**

(Rev. 8)

August 21, 2003

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A. Executive Summary

This To-Be Condition Report discusses the roles, responsibilities, authorities and accountabilities (R2A2s) of the SC Integrated Support Center (ISC), a virtual organization comprised of the combined support capabilities of the Chicago and Oak Ridge Offices. It also discusses the role of Chicago and Oak Ridge providing support to non-SC programs outside the scope of the ISC.

The adoption of the ISC is one of the SC restructuring initiatives in response to the President's Management Agenda to manage government programs more economically and effectively. The ISC will result in consistent high quality support for the SC mission and complement other changes being made by SC in response to the PMA.

The concept of operation for the ISC is to provide SC-wide administrative, business, and technical support using best-in-class systems and processes developed through reengineering and maintained under a standards-based management system. A web-based communications tool, the Office of Science Integrated Business Systems (OSIBS), will be used to make the OneSC processes available to all users. A Business Plan for operation of the ISC will be developed by the Chicago and Oak Ridge Managers for approval by the SC Chief Operating Officer. During the initial operation of the ISC, support will be provided from Chicago and Oak Ridge using their existing practices with the full functionality of the ISC occurring over the next 12 to 24 months as systems and process reengineering is accomplished.

In addition to forming the ISC, the Chicago and Oak Ridge Offices will individually support non-SC customers based on agreements that may be reached with other sponsors. For that reason SC will seek the participation of other program offices in the reengineering of SC administrative, business and technical support systems and processes so that support to other programs can be done without additional expense to the greatest extent practical. Finally, Chicago and Oak Ridge will continue to operate assigned DOE Centers of Excellence in support of Department-wide interests.

The Oak Ridge Manager has additional unique responsibilities associated with the Oak Ridge Reservation (ORR) which was recognized in a decision announced on November 1, 2002, that SC would maintain a single, centralized "site manager" reporting to SC Headquarters and responsible for all Department operations at the ORR, excluding the work performed by the National Nuclear Security Administration (NNSA). In keeping with that announcement, the Oak Ridge Office will operate as the single point of management and support for all non-NNSA activities assigned to Oak Ridge and will provide support to the NNSA Y-12 Site Office based on mutual agreement with NNSA.

B. Introduction

This report is the second in a series of reports that document the planning for the restructuring of the Office of Science (SC) enterprise under the OneSC Project. The first report, the SC Support Center As-Is Condition Report, described the Chicago and Oak Ridge Operations Offices, and the Germantown Offices of Resource Management (SC-60) and Laboratory Operation, Environment, Safety and Health (ESH) (SC-80) as they are presently organized and operated. The To-Be Condition Report focuses on the planned ISC end state, including its roles, responsibilities, authorities and accountabilities. The final report in the series will be a transition plan that takes the organization from the As-Is Condition to the To-Be Condition.

Definitions for the SC Restructuring Project:

Role: the broad umbrella term that defines the functions that individuals play in the organization

Responsibility: the obligation to ensure the initiation, and/or implementation or completion of an assigned activity; implies action and accountability.

Authority: the decision-making powers and controls required to fulfill responsibilities without concurrence or approval of others; include committing resources and making final decisions without further review within the limits established through the delegation of authorities.

Accountability: to be held answerable to a specific position/individual for fulfilling a responsibility for which you have the authority to act.

Line Management: a line manager takes actions or makes final decisions without further review within the limits or conditions established by the source of the authority. Line managers are accountable for the results of their decisions.

Staff Management: a staff manager supports the actions and decisions of line managers either directly in terms of expert analysis, advice or recommendations, or indirectly through products or services that enable the effectiveness of the overall operation. Staff managers are accountable for the quality of their service.

There are two additional “To-Be” Condition Reports that are being developed that describe the roles, responsibilities, authorities, and accountabilities for the SC enterprise. These two reports are for the SC/HQ and the SC Site Offices. There are important inter-relationships between SC/HQ, Site Offices, and the ISC. An understanding of these inter-relationships is necessary to ensure that an effective and efficient integrated DOE SC organization is put in place.

C. What is the SC Integrated Support Center (ISC)?

A requirement of the OneSC Project Plan was to establish at least one SC Enterprise Support Center to provide best in class business, administrative and technical support across the entire SC operation from resources now available in SC Headquarters and Operations Offices. Initial consideration was given to establishing Support Center functions at the Chicago and Oak Ridge Operations Offices, and within the SC-60 and SC-80 organizations in Germantown.

In the case of Oak Ridge, SC senior management determined that the diversity of programmatic activities, and the demands of the Oak Ridge Reservation, argues against transitioning Oak Ridge to a Support Center as its primary role. Therefore, the Oak Ridge Office will retain most features of its current structure and will continue to provide DOE-wide support from its five national Centers of Excellence (Financial Service Center, Business Center for Precious Metals and Recycling, National Clearinghouse for Lead, Center for Materials Recycle, and the Electronics recycling Center).

As demonstrated by the As-Is R2A2 Map and Functions and Activities Matrix for the SC-60 and SC-80 organizations located at Germantown, the limited scope of these resources make them unsuited for the kind of service responsibilities a Support Center was envisioned to have. (Note: All the As-Is Condition Reports are available on the OneSC web site <http://www.screstruct.doe.gov/>).

In the case of the Chicago Operations Office, it was concluded that its historic role of support to SC closely parallels the role envisioned for an enterprise support center and it was anticipated that Chicago would continue to perform that role as its primary function. However, Chicago does not have the capacity to provide all required services to all of SC.

Therefore, it was decided to adopt an approach that allowed the merging of the existing support capabilities in SC into a **virtual** support center termed the SC Integrated Support Center or ISC. To facilitate this approach the support functions located in Headquarters will be transferred to the Chicago Office and Chicago and Oak Ridge will jointly comprise the ISC. Chicago and Oak Ridge will report to the SC Chief Operating Officer (SC-3), prepare an annual business plan for the ISC and make the most effective and economical use of the combined SC capabilities in support of DOE mission accomplishment.

D. What are the roles of the ISC in the “To-Be” Condition?

The ISC has three roles:

1. Provide best-in-class administrative, business, and technical support to SC Laboratory Site Offices and Headquarters organizations.
2. Optimize and maintain the administrative, business and technical systems and processes needed to provide support to SC using a standards-based management system.
3. Deploy and maintain the Office of Science Integrated Business Systems (OSIBS), a web-based communications tool, to make the support systems and processes available to users throughout SC.

Providing best-in-class administrative, business, and technical support to SC Laboratory Site Offices and Headquarters organizations requires expertise in the following broad functional areas:

1. Providing best-in-class technical support for:
 - a. Worker and public safety and health and quality assurance
 - b. Environmental protection and management
 - c. Safeguards and security and emergency management
 - d. Infrastructure, facility and real property management
 - e. Counterintelligence
 - f. Project management
2. Providing best-in-class business and administrative support for:
 - a. Intellectual property law
 - b. Budget formulation
 - c. Financial control and reporting
 - d. General law
 - e. Human capital management
 - f. Freedom of Information Act (FOIA) and Privacy Act (PA) actions
 - g. Information technology requirements
 - h. Public affairs and stakeholder involvement
 - i. Employee ethics

- j. Real and personal property management
- k. Contracts and grants support which includes:
 - i. Support to the SC Chief Operating Officer as HCA
 - ii. Support to Site Managers in their role as Contracting Officers for laboratory M&O contracts
 - iii. Support for SC M&O competitions and renewals
 - iv. Non-M&O contract award and administration
 - v. Research and construction grant award and administration
 - vi. Cooperative agreement award and administration
- l. Support to federal employees including:
 - i. Human capital management
 - ii. Finance and accounting
 - iii. Budget resources management
 - iv. Public affairs and community relations
 - v. Federal employees safety and health
 - vi. Information technology management
 - vii. Employee ethics
 - viii. Safeguards and security and emergency management
 - ix. Personal property management
 - x. FOIA and PA management

E. What are the ISC responsibilities?

Below are the major responsibilities of the ISC:

1. Develop a Business Plan for the ISC and obtain SC/COO approval.
2. Assign "system owners" to chair reengineering efforts and be responsible for keeping ISC systems current with applicable requirements and responsive to SC needs.
3. Establish performance metrics in cooperation with customers.
4. Meet agreed to performance metrics.

F. What authorities are assigned to the ISC?

While it is appropriate to list roles and responsibilities for the ISC as a business unit, even though it is a virtual one, the authorities and accountabilities associated with a virtual business unit must reside with real not virtual managers. For that reason, the ISC will function under the authorities assigned to the Chicago and Oak Ridge Managers. Examples of the broad categories of authority that are relevant to the services and support provided by the ISC include:

1. Contracting authority
2. Allottee authority
3. Real property authority
4. Federal personnel authority
5. Legal

It should be noted that the customers of the ISC will have appropriate authorities assigned directly to them to enable them to perform their roles. In the case of the Site Managers, for example, they will have contracting authority to manage the laboratory M&O contract and other appropriate line

authorities. The ISC will provide the administrative, business and technical subject matter expertise as needed by a particular Site Manager to properly exercise their assigned authorities.

G. What accountabilities exist for the ISC?

Similar to the discussion above on authorities, the accountability of the ISC as a virtual organization is reflected in the accountability of its real constituents. Simply stated, the Chicago and Oak Ridge Managers will provide support in the name of the ISC and will be accountable to the Chief Operating Officer for their performance. The details of their accountability, including metrics, will be established on an annual basis and, at a minimum, will reflect that the two Managers are jointly accountable to the COO for the ISC Business Plan that will detail the operating profile of the ISC including the particular support assignments that each Manager will perform. In the performance of those assignments the Managers are individually accountable to the COO. The COO, in turn, is accountable to the Director of Science for the overall effectiveness of the ISC.

H. What is the role for the Chicago and Oak Ridge Offices outside their ISC role?

Outside their ISC role, Chicago and Oak Ridge remain available to accept assignments from and provide services to other DOE programs and offices consistent with the direction from the Office of Science and the DOE budgetary and policy restrictions. The nature of those assignments outside SC may vary significantly in the long term (beyond 5 years) but it is expected that the current profile is generally stable in the near term.

Based on the data collected on the “As-Is” condition, the ISC role will be the primary one for Chicago while at Oak Ridge the ISC role is important but somewhat secondary. Chicago has a number of important but relatively modest assignments with programs outside SC including EE, NE and NA while Oak Ridge has significant multiprogram responsibilities outside SC dominated by line management responsibility for the Environmental Management program at Oak Ridge and a long standing line management role in uranium enrichment involving both the NE program and the U.S. Enrichment Corporation activities. In addition, the Oak Ridge Manager maintains SC line management responsibility for the Oak Ridge National Laboratory and the Oak Ridge Reservation for which there is no counterpart in the Chicago context.

I. Terminology; Functions & Activities Map

In the To-Be Condition, SC will use the terms Chicago Office and Oak Ridge Office headed by a Manager and dropping the name “Operations Office”. This formally recognizes a change in the way DOE does business that has been evolving over several years, that is consistent with the expectations of the PMA, and is reflected in other restructurings within DOE. In a similar way, the senior DOE person responsible for a SC laboratory will be termed a Manager and the office will be a Site Office in lieu of Area Office or Group.

A consolidated OneSC To-Be Functions and Activities Map that shows responsibilities for functions and activities by organizational element (i.e. DOE HQ; SC HQ; Site Offices, Oak Ridge; Chicago; and the ISC) will be included in the OneSC consolidated transition plan. The functions and activities map is responsive to a request from ME-1 at the time the OneSC Project was approved that SC produce a functional map similar to the one prepared by NNSA for its restructuring. A crosswalk between the R2A2's and the consolidated To-Be Functions and Activities will be done to assure that all R2A2's are reflected.